



DEFENSE LOGISTICS AGENCY
THE DEFENSE CONTRACT MANAGEMENT COMMAND
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IN REPLY
REFER TO

AQO

**MEMORANDUM FOR COMMANDERS, DCMC CONTRACT ADMINISTRATION
OFFICES (CAOs)**

SUBJECT: Management Councils

In his recent video introducing Acquisition Reform Week II, Dr. Kaminski, Under Secretary of Defense (Acquisition & Technology), used Management Councils as one of his examples of a high performance team, reflecting a successful practice that was spearheading the Department's acquisition reform objectives. The term "Management Council" is becoming a term and technique recognized throughout government and industry. It joins "PROCAS" and "Oversight to Insight" as another DCMC concept that has become an integral part of the government's lexicon and an effective approach to reform.

In September of 1995, I told the District Commanders I wanted each CAO to establish a Management Council. I did this because I saw the power that a management council could have in bringing stakeholders together to pursue reform activity, address performance issues, and overcome communication problems that lead to conflict. The momentum created by a Management Council that "clicks" is virtually unstoppable. Their formation and existence were instrumental in our being asked to lead the effort on Single Process Initiative.

By this time I would have expected all of you to have robust Management Councils with our key suppliers. I know that isn't the case. You are all working very hard, but this is an extremely important matter and I expect you to meet the challenge. I want all of you to focus on Management Council activity over the next 3 months and really accelerate the pace. Consider this the "Management Council" quarter; if you don't have a council--establish one. I know this is more difficult at geographic offices where there may be multiple councils needed, but it is a challenge you must undertake. If you've established a Management Council, but you don't have all the stakeholders--contractor, Defense Contract Audit Agency, major customers--represented, then you need to reach out to who is not represented and bring them in. If you have a council, but you don't feel you are making progress, ask for help. There are resources available within the Command to assist you; my staff, your District staff, your fellow commanders.

Next week I will be doing a video teleconference reiterating my expectations and views on Management Councils. You will also hear from several of your fellow commanders on what they are doing. And over the next month you will receive a call from your District Commander/Deputy or Ms. Jill Pettibone or her Deputy, Mr. Bob Schmitt. They will be talking with you on your Management Council experiences. This is in preparation for the workshop on Management

Councils we will be having at the upcoming Commander's Conference. I also intend to speak with some of you privately during the Commander's Conference on your Management Council activity. After the Commander's Conference you will probably be visited by one of these callers who will sit in on one of your Management Councils. This is in preparation for lessons learned tools and a video we will use to help institutionalize Management Councils.

I am challenging each of you to make significant progress with your Management Councils this quarter. It is very important to the future of DCMC.

A handwritten signature in black ink, appearing to read "Robert W. Drewes", with a stylized, flowing script.

ROBERT W. DREWES
Major General, USAF
Commander

cc:
District Commanders